

Research Article

Analysis of Occupational Psychological Factors Related to Burnout among Textile Workers in a Textile Manufacturing Company in Semarang

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Abstract: Occupational psychological factors comprising interpersonal relationships, career development, role demands, and organizational climate play a pivotal role in shaping employee well-being and mitigating burnout in industrial settings. Burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, poses substantial risks to productivity and mental health, particularly among textile manufacturing workers who often face high physical demands, repetitive tasks, long working hours, and strict production targets. This study examined the associations between key occupational psychological factors and burnout among 54 textile workers in a textile manufacturing company in Semarang, Indonesia. A cross-sectional design was employed, with data collected using structured questionnaires and analyzed through Chi-Square tests. Results revealed significant associations between all examined factors and burnout: interpersonal relationships ($p = 0,000$), career development ($p = 0,000$), role demands ($p = 0,011$), and organizational climate ($p = 0,009$). These findings highlight the critical importance of fostering supportive interpersonal relationships, transparent career development opportunities, balanced role expectations, and a positive organizational climate to prevent burnout and enhance occupational health and performance.

Keywords: Interpersonal Relationships; Mental Health; Organizational Climate; Work Burnout; Work Psychology

1. Introduction

In recent years, Occupational Psychological factors have gained growing attention in occupational health research, as they significantly influence employees' mental well-being, job satisfaction, and performance. In labor-intensive industries such as textile manufacturing, these factors play a particularly vital role due to the demanding nature of work, hierarchical management systems, and limited worker autonomy. Burnout a psychological syndrome characterized by emotional exhaustion, depersonalization, and reduced professional efficacy has become increasingly prevalent among industrial workers exposed to prolonged stress and insufficient psychosocial support (Maslach & Leiter, 2016). World Health Organization (2019) classifies burnout as an occupational phenomenon linked to unmanaged workplace stress, underscoring the need for organizations to identify and address its root causes. In Indonesia's textile sector, where workers face high production targets and minimal job control, examining the psychological aspects of work is essential to prevent long-term declines in well-being and productivity.

Occupational Psychological factors refer to the cognitive, emotional, and social dimensions of the work environment that shape employees' attitudes and behaviors (Ahola & Hakanen, 2014). Among these, interpersonal relationships, career development, role demands, and organizational climate have been widely recognized as core predictors of occupational health outcomes. Supportive interpersonal relationships can buffer the effects

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of work stress through emotional and social resources, while fair and transparent career development fosters motivation and engagement (Arnold et al., 2014). Conversely, excessive role demands and an unsupportive organizational climate are consistently associated with emotional exhaustion and disengagement (Aronsson et al., 2017). Despite extensive evidence in service and healthcare settings, relatively few studies have examined how these interrelated psychological factors influence burnout in industrial environments particularly in textile manufacturing, where both physical and psychological job demands are exceptionally high.

In the textile industry of Semarang, workers often face repetitive tasks, long working hours, and rigid supervision systems. Such conditions can create psychological strain that accumulates into burnout if not properly managed (Noeroel, 2025). Moreover, limited opportunities for career progression, lack of social support, and unclear job expectations exacerbate emotional fatigue and lower work engagement. These issues underscore the importance of understanding the interconnectedness of Occupational Psychological factors and their collective impact on burnout. Therefore, this study aims to analyze the relationship between interpersonal relationships, career development, role demands, and organizational climate as key Occupational Psychological factors contributing to burnout among textile workers in Semarang. By identifying the most influential factors, the study provides empirical insights that can guide organizational interventions to enhance employee well-being and productivity.

This research contributes to the growing field of industrial and organizational psychology by integrating multiple Occupational Psychological factors into a unified analytical framework of burnout. Theoretically, it extends the Job Demands Resources (JD-R) Model by contextualizing it within the textile manufacturing sector, where psychosocial dynamics are often overshadowed by physical workload considerations. Practically, the findings are expected to inform occupational health strategies that focus on improving social support systems, designing equitable career development programs, managing role expectations, and fostering a healthy organizational climate.

2. Literature

Burnout in Industrial

Burnout has become a central construct in work psychology, particularly within labor-intensive sectors where employees are exposed to prolonged physical and psychological strain. According to (Maslach & Leiter, 2016), burnout is a multidimensional syndrome encompassing emotional exhaustion, depersonalization, and reduced personal accomplishment, often resulting from chronic exposure to workplace stressors. World Health Organization (WHO, 2019) recognizes burnout as an occupational phenomenon rather than a medical condition, emphasizing its direct linkage to unmanaged workplace stress. In industrial contexts, especially in textile manufacturing, burnout manifests through fatigue, irritability, absenteeism, and reduced concentration, which collectively impair both employee well-being and organizational productivity (Sukarsono et al., 2025). Understanding the underlying mechanisms of burnout is thus crucial to developing interventions that promote psychological resilience and sustainable performance in high-demand environments.

Unlike white-collar occupations, industrial workers particularly in textile factories often face stressors associated with monotonous tasks, repetitive motion, long working hours, and strict production quotas (Saleem et al., 2024). The nature of textile work demands constant physical endurance coupled with precision and speed, leaving minimal room for autonomy or recovery. A study by Wahyuni & Rahmasari (2022) revealed that over 60% of textile workers in Central Java reported moderate to severe levels of emotional exhaustion due to production pressure and lack of managerial support. Such findings align with Yuliana et al.

(2025), who argued that burnout in manual labor settings is often underrecognized because it is misattributed to physical fatigue rather than psychological distress. Consequently, industrial burnout requires multidimensional approaches that integrate psychosocial assessments into occupational health programs.

Several theoretical models explain how burnout develops in industrial contexts. The Job Demands–Resources (JD-R) Model (Demerouti et al., 2001) posits that burnout arises when job demands such as workload, time pressure, and physical strain outweigh the available resources, including autonomy, social support, and recognition. The Conservation of Resources Theory (Hobfoll et al., 2017) complements this model by suggesting that individuals experience stress and burnout when their personal or professional resources are threatened or depleted. In the textile sector, where work conditions are rigid and resources limited, this imbalance becomes particularly evident. Workers who lack opportunities for rest, feedback, and personal development are more vulnerable to burnout, especially under high production demands and inadequate supervision (Bianchi & Schonfeld, 2023).

From a psychological perspective, burnout in industrial workforces highlights the intersection of physical, emotional, and organizational dimensions of labor. Emphasized that burnout should not be treated solely as an individual issue but as a systemic outcome of poor work design and unsupportive organizational climates. Effective interventions require a dual focus: reducing job demands through ergonomic and schedule adjustments while simultaneously enhancing resources such as supervisor support and participatory management (Schaufeli, 2017). In this sense, burnout serves as a diagnostic indicator of the broader psychosocial health of industrial organizations. Addressing burnout among textile workers, therefore, contributes not only to mental well-being but also to improved safety, quality control, and workforce sustainability in developing economies like Indonesia.

Interpersonal Relationships and Burnout

Interpersonal relationships in the workplace represent one of the most fundamental aspects of the psychological work environment. In industrial settings such as textile manufacturing, the quality of interpersonal interactions among coworkers, supervisors, and subordinates significantly influences employees' emotional well-being and engagement levels. Positive relationships provide emotional support, create a sense of belonging, and foster mutual trust, all of which buffer against the negative effects of burnout. Conversely, strained communication, unresolved conflicts, or lack of supervisor empathy can accelerate emotional exhaustion and depersonalization. In high-pressure production environments, social relationships often serve as the primary coping mechanism for stress; thus, their absence can lead to isolation, frustration, and decreased motivation (Widyakusumastuti & Fauziah, 2016).

The Social Support Theory posits that interpersonal relationships act as psychological resources that moderate the effects of work stressors on burnout. Within the framework of the Job Demands–Resources (JD-R) Model, social support is considered a key “job resource” that mitigates strain and enhances motivation (Demerouti et al., 2001). Lastari et al. (2025) found that textile workers with high levels of peer and supervisor support reported significantly lower burnout levels than those with minimal social interaction. Similarly, Mantilla & Maria (2017) observed that supportive team dynamics improved workers' resilience and reduced emotional exhaustion, even under high production pressures. These studies collectively highlight that fostering supportive interpersonal networks can be a cost-effective strategy to prevent burnout in labor-intensive workplaces.

Leadership behavior and communication patterns play a crucial role in shaping the quality of workplace relationships. According to Leader–Member Exchange (LMX) Theory, high-quality relationships between supervisors and subordinates promote trust, open communication, and mutual respect, which in turn enhance employees' psychological

resilience. In the textile industry, where hierarchical structures are often rigid, the lack of upward communication can result in feelings of neglect and emotional detachment. Participative leadership characterized by empathy, feedback, and recognition significantly reduced burnout rates among machine operators. Moreover, transparent communication channels not only alleviate misunderstandings but also improve cooperation across production lines, thereby reducing interpersonal tension and collective fatigue (Huang & Simha, 2018)

Incorporating interpersonal relationship management into industrial policy can substantially reduce burnout and enhance job satisfaction. Regular team-building activities, conflict management training, and supervisor mentoring programs can strengthen social cohesion and psychological safety. Organizations that cultivate a culture of collaboration and empathy enable workers to express difficulties without fear of punishment, fostering emotional recovery and long-term engagement (Mantilla & Maria, 2017). For textile companies, this means prioritizing supervisor employee dialogue, peer mentoring, and fair communication systems that recognize human interaction as a core component of productivity. Workplaces with healthy interpersonal climates not only mitigate burnout but also achieve greater efficiency, innovation, and employee retention

Career Development and Burnout

Career development represents a critical dimension of organizational life that directly influences employees' motivation, engagement, and resilience. In the context of work psychology, it encompasses not only formal promotion systems but also training, skill enhancement, and perceived career growth opportunities. When employees perceive their careers as stagnant or unsupported, they are more likely to experience emotional exhaustion and reduced work commitment two core components of burnout (Maslach & Leiter, 2016). Textile workers, in particular, often perform repetitive tasks within rigid production structures, with few opportunities for upward mobility or professional recognition. This lack of developmental opportunities can lead to frustration, diminished self-worth, and ultimately, disengagement from work. Therefore, career development serves as both a motivational driver and a psychological buffer against burnout, especially in labor-intensive sectors.

Deci et al. (2017) explains that individuals have three basic psychological needs autonomy, competence, and relatedness. When these needs are fulfilled, employees experience intrinsic motivation and job satisfaction. Conversely, when career stagnation prevents workers from developing new competencies or achieving personal goals, burnout becomes more likely. Empirical studies in Southeast Asian manufacturing contexts support this view. Found that the absence of training programs and limited internal promotion opportunities were among the most significant predictors of emotional exhaustion among textile workers. Similarly, a longitudinal study demonstrated that career development initiatives such as skill-based training and performance recognition reduced burnout symptoms and enhanced employees' sense of professional identity.

Textile manufacturing in Indonesia presents unique challenges related to career progression. Most employees operate under hierarchical management structures with limited formal mechanisms for career advancement. Promotions are often seniority-based rather than performance-based, and many production-line workers lack access to career counseling or professional development programs. This structural rigidity creates a perception of career immobility, leading to chronic disengagement and burnout. Moreover, job rotations and upskilling programs are rarely implemented, which further prevents workers from gaining new competencies or experiencing task variety. The resulting monotony not only diminishes motivation but also erodes the psychological meaning of work. Consequently, a lack of

transparent and equitable career development systems remains a persistent organizational barrier to psychological well-being in the textile sector (Yilmaz, 2025).

Promoting career development in industrial environments requires a combination of organizational and managerial interventions. Equitable promotion systems, training programs, and feedback mechanisms can strengthen employees' sense of fairness and control key factors in reducing burnout. Companies should provide skill enhancement opportunities aligned with employees' aspirations, offer career counseling services, and establish transparent criteria for advancement. Implementing mentorship and leadership development programs can further encourage professional growth while reinforcing employees' self-efficacy (Shahrzad & mohammadali, 2019). For textile manufacturers in Semarang, integrating career development into human resource strategies not only supports worker well-being but also contributes to improved retention, higher productivity, and organizational competitiveness in the long term.

Role Demands and Burnout

Role demands refer to the psychological and physical expectations placed upon employees as they perform their organizational roles. These demands include workload, time pressure, task complexity, and conflicting responsibilities. In industrial work settings such as textile manufacturing, high production targets, long shifts, and strict supervision significantly increase the intensity of role demands. When these demands exceed a worker's perceived capacity or available resources, burnout becomes a probable outcome. According to Schaufeli (2017), excessive role demands trigger emotional exhaustion and cognitive fatigue core symptoms of burnout while also undermining motivation and job engagement. Among textile workers, such conditions often manifest as reduced energy, absenteeism, and diminished work quality.

Job Demands–Resources (JD-R) Model (Demerouti et al., 2001) provide a strong theoretical foundation for understanding how role demands contribute to burnout. Role theory emphasizes three specific stressors: *role overload*, *role conflict*, and *role ambiguity*. *Role overload* occurs when workers face excessive tasks within limited time frames, *role conflict* emerges when incompatible expectations arise from supervisors or coworkers, and *role ambiguity* reflects unclear job responsibilities. These factors jointly increase the likelihood of emotional exhaustion and depersonalization. In the textile industry, these challenges are intensified by production quotas, multitasking requirements, and inadequate communication about job expectations. Unclear role definitions and excessive workloads were the strongest predictors of burnout symptoms among Indonesian factory workers.

Recent empirical studies have further confirmed the impact of role demands on burnout across manufacturing sectors. Workers in highly standardized production environments experience higher emotional exhaustion when they perceive their workload as uncontrollable. Long working hours and conflicting role expectations significantly correlated with psychological distress and absenteeism among Vietnamese textile workers. Research in Indonesia also demonstrated that workers with limited decision-making autonomy and excessive overtime were more prone to mental fatigue and irritability. These findings underline that burnout among textile workers is not merely a personal failure to cope but rather a systemic issue rooted in organizational design and work allocation practices (Crawford & Detar, 2023).

To mitigate burnout associated with excessive role demands, organizations must adopt a more balanced and human-centered approach to job design. According to Schaufeli (2017), role clarity, fair task distribution, and participatory decision-making reduce psychological strain and enhance a sense of control. Industrial leaders should clearly communicate job expectations, set realistic production goals, and ensure adequate rest periods to prevent

fatigue. Furthermore, training programs focusing on time management and problem-solving can equip workers with adaptive coping mechanisms. Implementing a supportive management structure where supervisors provide guidance rather than purely performance monitoring can help align employees' abilities with organizational goals. In the textile industry, such practices not only prevent burnout but also improve efficiency, reduce turnover, and promote sustainable workforce well-being.

Organizational climate and Burnout

Organizational climate refers to employees' shared perceptions of the work environment, encompassing managerial practices, communication patterns, fairness, and support systems within the organization. In the field of work psychology, climate represents the psychological atmosphere that shapes employees' motivation, behavior, and well-being. A positive organizational climate characterized by open communication, justice, and trust can serve as a protective factor against burnout, while a negative or authoritarian climate may exacerbate emotional exhaustion and disengagement (Schaufeli, 2017). Within the textile industry, the organizational climate is often defined by hierarchical control, rigid procedures, and limited worker participation. These factors can create a sense of powerlessness, leading to chronic stress and burnout among production-line employees.

Burnout arises when there is a mismatch between an employee's personal values or needs and the organizational environment. When workers perceive their workplace as unjust, unsupportive, or overly demanding, they experience psychological strain and emotional exhaustion (Lan et al., 2020). The Job Demands Resources Model further explains that organizational climate acts as a moderating factor: a supportive climate enhances the buffering effects of job resources, whereas a toxic climate amplifies the impact of job demands (Demerouti et al., 2001). Empirical studies support these theoretical claims. Textile workers who perceived fair treatment, participatory management, and recognition of effort reported significantly lower burnout scores. Open communication and trust in leadership predicted higher job satisfaction and psychological resilience among manufacturing workers.

Textile factories in developing economies, including Indonesia, often exhibit a task-oriented climate that prioritizes productivity over employee well-being. While such a climate may enhance short-term efficiency, it tends to foster psychological detachment, fatigue, and high turnover. Many workers in these environments report limited access to feedback, unclear communication channels, and an absence of recognition for their contributions (Yunita et al., 2023). Moreover, power distance between managers and workers inhibits open dialogue about stress or workload issues, allowing burnout symptoms to remain unaddressed. Rahman & Sari (2022) revealed that workers exposed to a rigid, high-pressure organizational climate were twice as likely to experience emotional exhaustion compared to those in supportive environments. This underscores the critical role of managerial culture and communication quality in shaping the psychosocial conditions that influence burnout.

Improving organizational climate requires deliberate management strategies that promote fairness, transparency, and employee participation. According to Schaufeli (2017), organizations should prioritize psychological safety, where workers feel secure to voice concerns without fear of punishment. Establishing participative management systems, recognizing employee contributions, and maintaining open communication are essential in reducing burnout risk. Furthermore, providing leadership training to supervisors can foster empathy and emotional intelligence, both of which enhance interpersonal trust and morale. In the textile industry, particularly in Semarang, building a supportive organizational climate could significantly reduce stress-related absenteeism, increase productivity, and strengthen worker retention. Ultimately, a healthy organizational climate serves not only as a preventive measure against burnout but also as a foundation for sustainable industrial performance.

3. Research Methods

Research Design

This study employed a cross-sectional research design to analyze the relationships between psychological work factors interpersonal relationships, career development, role demands, and organizational climate and burnout among textile workers in Semarang. The cross-sectional approach was chosen because it enables researchers to capture the simultaneous associations between variables within a defined time frame, providing a descriptive and correlational overview without manipulating any factors. This design is particularly effective for identifying patterns of burnout in industrial populations where longitudinal tracking is often impractical due to shift work and high labor turnover. The study applied a quantitative approach, allowing statistical evaluation of how Occupational Psychological factors predict burnout intensity among textile employees.

Participants

The population in this study consisted of all full-time textile factory workers employed at PT X, Semarang. Using a stratified random sampling method, participants were selected to ensure proportional representation from different departments such as spinning, weaving, dyeing, and finishing. A total of 54 respondents were included. Inclusion criteria required participants to have at least one year of work experience and no concurrent managerial role, ensuring that the data reflected genuine employee experiences rather than supervisory perspectives. Demographic data, including age, gender, tenure, and education level, were collected to control for potential confounding effects.

Research Variables and Instruments

The study measured four independent variables interpersonal relationships, career development, role demands, and organizational climate and one dependent variable, burnout. Data were collected using a structured questionnaire that measured four key variables: Interpersonal Relationships, Career Development, Role Demands, Organizational Climate. The questionnaire was adapted and further developed from Widajati (2015), incorporating relevant items from established instruments to ensure contextual suitability for academic settings. All items were measured on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Cronbach's alpha coefficients for all scales exceeded 0,80 indicating high internal reliability. Burnout served as the dependent variable, measured using the Maslach Burnout Inventory General Survey (MBI-GS) (Maslach & Leiter, 2016), covering emotional exhaustion, cynicism, and reduced professional efficacy ($\alpha = 0.93$).

Data Analysis

Data were analyzed using both descriptive and inferential statistics. Descriptive analysis was used to present the frequency and percentage distribution of respondents' characteristics and each research variable. For inferential analysis, the Chi-Square (χ^2) test was employed to examine the association between the independent variables interpersonal relationships, career development, role demands, and organizational climate and the dependent variable, burnout. The categorical classifications of each variable were as follows: Interpersonal Relationships: good, fairly good, poor; Career Development: highly appropriate, appropriate, inappropriate; Role Demands: highly appropriate, appropriate, inappropriate; Organizational Climate: comfortable, fairly comfortable, uncomfortable; Burnout: mild, moderate, severe. A p-value of less than 0,05 was considered statistically significant. All analyses were conducted using SPSS.

4. Results and Discussion

Analysis of the Relationship Between Interpersonal Relationships and Burnout

Correlation Test between Interpersonal Relationships and Burnout can be seen in the table below:

Table 1. The Relationship between Interpersonal Relationships and Burnout.

Independent Variable	Category	Burnout				Total		Sig
		Mild		Moderate		N	%	
		N	%	N	%			
Interpersonal Relationships	Good	29	92,3	6	7,7	35	100	0,000
	Fairly Good	10	52,6	9	47,4	19	100	

The Chi-Square test was conducted to examine the relationship between interpersonal relationships and burnout. As shown in Table 1, most lecturers with good interpersonal relationships experienced mild burnout ($n = 29$; 92,3%), while only a small proportion reported moderate burnout ($n = 6$; 7,7%). In contrast, workers with fairly good interpersonal relationships exhibited a more balanced distribution between mild ($n = 10$; 52,6%) and moderate burnout ($n = 9$; 47,4%). The analysis revealed a statistically significant association between interpersonal relationships and burnout ($p = 0,000$), indicating that higher quality interpersonal relationships are associated with lower levels of burnout among Textile Workers in a Textile Manufacturing Company in Semarang.

Analysis of the Relationship Between Career Development and Job Stress Among Lecturers

Correlation Test between Career Development and Burnout can be seen in the table below:

Table 2. The Relationship between Career Development and Burnout.

Independent Variable	Category	Burnout				Total		Sig
		Mild		Moderate		N	%	
		N	%	N	%			
Career Development	Highly Appropriate	24	93,1	5	6,9	29	100	0,000
	Appropriate	15	60,0	10	40,0	25	100	

The Chi-Square test was conducted to examine the relationship between career development and burnout. As shown in Table 2, the majority of lecturers with highly appropriate career development opportunities experienced mild burnout ($n = 24$; 93,1%), while only a small proportion reported moderate burnout ($n = 5$; 6,9%). In contrast, workers with appropriate career development showed a more balanced distribution, with ($n = 15$; 60,0%) reporting mild burnout and ($n = 10$; 40,0%) reporting moderate burnout. The analysis revealed a statistically significant association between career development and burnout ($p = 0,000$), indicating that better aligned career development opportunities are associated with lower levels of burnout among Textile Workers in a Textile Manufacturing Company in Semarang.

Analysis of the Relationship Between Role Demands and Burnout

Correlation Test between Role Demands and Burnout can be seen in the table below

Table 3. The Relationship between Role Demands and Burnout.

Independent Variable	Category	Burnout				Total		Sig
		Mild		Moderate				
		N	%	N	%	N	%	
Role Demands	Highly Appropriate	21	90,1	7	9,9	28	100	0,011
	Appropriate	18	69,2	8	30,8	26	100	

The Chi-Square test was performed to examine the relationship between role demands and burnout. As shown in Table 3, most lecturers who reported highly appropriate role demands experienced mild burnout ($n = 21$; 90,1%), whereas a smaller portion reported moderate burnout ($n = 7$; 9,9%). Workers with appropriate role demands demonstrated a more even distribution, with ($n = 18$; 69,2%) reporting mild burnout and ($n = 8$; 30,8%) reporting moderate Burnout. The analysis indicated a statistically significant association between role demands and Burnout ($p = 0,011$), suggesting that better-aligned role expectations are associated with lower levels of Burnout among Textile Workers in a Textile Manufacturing Company in Semarang.

Analysis of the Relationship Between Organizational Climate and Burnout

Correlation Test between Organizational Climate and Burnout can be seen in the table below:

Table 4. The Relationship between Organizational Climate and Burnout.

Independent Variable	Category	burnout				Total		Sig
		Mild		Moderate				
		N	%	N	%	N	%	
Organizational Climate	Comfortable	28	88,9	9	11,1	37	100	0,009
	Fairly Comfortable	11	62,5	6	37,5	17	100	

The Chi-Square test was conducted to examine the relationship between organizational climate and burnout. As shown in Table 4, the majority of workers who perceived a comfortable organizational climate experienced mild burnout ($n = 28$; 88,9%), while only ($n = 9$; 11,1%) reported moderate burnout. In contrast, workers who reported a fairly comfortable climate showed a higher proportion of moderate burnout, with ($n = 11$; 62,5%) experiencing mild burnout and ($n = 6$; 37,5%) experiencing moderate burnout. The analysis revealed a statistically significant association between organizational climate and burnout ($p = 0,009$), indicating that a more positive and supportive organizational climate is associated with lower levels of Burnout among Textile Workers in a Textile Manufacturing Company in Semarang.

5. Comparison

Analysis of the Relationship Between Interpersonal Relationships and Burnout

The statistical results of this study revealed a significant relationship between interpersonal relationships and burnout among textile workers in Semarang, indicated by a p-value of 0,000 ($p < 0,05$). Workers who reported higher-quality interpersonal relationships tended to exhibit lower levels of burnout, while those with poor social interactions experienced greater emotional exhaustion and depersonalization. This finding suggests that a

supportive and communicative social environment within the workplace serves as a protective factor against burnout. According to Bakker & Costa (2014), social support functions as a crucial psychological resource that enhances emotional resilience and reduces strain in high-demand jobs. In the textile industry, where repetitive tasks and strict production targets dominate daily routines, cohesive interpersonal relationships help maintain motivation, teamwork, and psychological stability.

These findings align with previous studies emphasizing the importance of interpersonal dynamics in managing occupational burnout. For instance, Giorgi et al. (2021) found that workers in labor-intensive sectors who perceived higher levels of peer support reported significantly lower burnout levels across all three dimensions: emotional exhaustion, cynicism, and reduced efficacy. Similarly, Xanthopoulou & Bakker (2020) demonstrated that positive interpersonal relationships mediate the relationship between job demands and burnout, reinforcing the buffering role of social connectedness in stressful work environments. In manufacturing contexts, poor interpersonal communication or unresolved workplace conflict can intensify mental fatigue and disengagement. Therefore, maintaining effective and empathetic relationships with peers and supervisors can mitigate the psychological toll of repetitive, high-pressure work.

Hobfoll et al. (2017) which asserts that individuals strive to protect and accumulate valuable resources such as emotional support and social belonging to prevent stress-related energy loss. When these resources are depleted due to weak social ties or unsupportive colleagues, employees are more prone to burnout. Huo et al. (2022) on garment workers confirmed that limited coworker support and supervisor hostility significantly predicted emotional exhaustion and withdrawal behavior. In contrast, organizations that foster collaboration, recognition, and mutual respect tend to experience lower absenteeism and higher worker morale (Chen et al., 2023). These empirical findings collectively indicate that interpersonal cohesion is not merely a social benefit but a strategic organizational asset in reducing burnout risk.

Interpersonal relationships thus play a central role in shaping psychological well-being and sustaining performance among textile workers. A collaborative and empathetic work environment strengthens workers' sense of belonging, enhances engagement, and reduces emotional fatigue (Bakker & Costa, 2014). Conversely, poor relationships and social isolation increase vulnerability to burnout, absenteeism, and turnover. For labor-intensive settings such as textile manufacturing, improving interpersonal dynamics through open communication, teamwork initiatives, and supervisor training programs can substantially reduce psychological strain. As Cao et al. (2022) highlight, building a workplace culture rooted in respect and cooperation is essential for maintaining both individual well-being and long-term organizational productivity. Therefore, management in textile industries should prioritize interpersonal relationship development as a key component of occupational health strategies aimed at preventing burnout and sustaining workforce resilience.

Analysis of the Relationship Between Career Development and Burnout

The results of this study revealed a significant relationship between career development and burnout among textile workers, with a p-value of 0,000 ($p < 0,05$). Workers who perceived higher opportunities for career advancement and skill development reported lower levels of burnout, particularly in terms of emotional exhaustion and depersonalization. Conversely, those who experienced limited promotion prospects or skill stagnation showed higher burnout tendencies. These findings indicate that career development serves as a psychological resource that enhances motivation and resilience while buffering against the negative impact of repetitive and demanding work environments. According to Saks & Gruman (2020), perceived career growth fulfills employees' intrinsic psychological needs for

competence and purpose, which in turn reduces the emotional fatigue commonly associated with burnout.

This relationship is supported by empirical evidence across multiple industrial sectors. For example, Soelton et al. (2020) found that limited professional growth opportunities were among the strongest predictors of burnout among factory workers in Bangladesh's apparel industry. Similarly, Kim & Park (2022) reported that employees who received structured training and clear career pathways experienced significantly higher work engagement and lower emotional exhaustion. In Indonesia, Handoyo & Dewi (2023) emphasized that industrial workers who feel trapped in static roles without recognition or advancement opportunities are more likely to experience cynicism and psychological withdrawal. These findings align with Self-Determination Theory (Deci et al., 2017), which posits that when individuals' basic psychological needs autonomy, competence, and relatedness are satisfied, they are less vulnerable to burnout.

From a work psychology perspective, a lack of career development not only limits upward mobility but also undermines employees' sense of control and meaning at work. Textile manufacturing often involves repetitive, low-complexity tasks that provide minimal opportunities for creativity or growth. Without clear developmental pathways, workers perceive their jobs as purely instrumental rather than self-fulfilling (Karatepe et al., 2021). This perception can gradually erode motivation, leading to emotional exhaustion and disengagement. Conversely, when organizations provide ongoing training, recognition, and transparent promotion systems, employees develop a stronger sense of competence and belonging, career development opportunities enhance employees' psychological capital an internal resource that mitigates stress and fosters optimism even in demanding work settings.

Practical implications of these findings underscore the importance of integrating career development into occupational health and human resource strategies. Textile companies can reduce burnout by establishing fair promotion systems, skill-based training programs, and mentoring initiatives that empower workers to envision long-term professional growth (Saks & Gruman, 2020). Additionally, fostering a culture of learning and recognition can transform repetitive labor into meaningful work, thereby enhancing both well-being and productivity (Kim & Park, 2022). For industrial organizations in Semarang, developing structured career pathways may serve as a strategic intervention to counteract burnout, improve retention, and build a resilient workforce capable of adapting to technological and market changes.

Analysis of the Relationship Between Role Demands and Burnout

The statistical analysis demonstrated a significant relationship between role demands and burnout among textile workers in Semarang, with a p-value of 0,011 ($p < 0,05$). Workers who reported excessive workloads, unclear task expectations, or conflicting responsibilities tended to exhibit higher levels of emotional exhaustion and depersonalization. This finding is consistent with the Job Demands–Resources (JD-R) Model, which posits that burnout emerges when job demands exceed employees' available psychological and organizational resources (Demerouti et al., 2001). In textile manufacturing, where productivity is closely tied to strict output targets and time pressure, high role demands can become chronic stressors that erode motivation and lead to fatigue. Prolonged exposure to such demanding environments without adequate recovery increases the risk of both physical and psychological burnout.

Several empirical studies have confirmed the strong association between excessive role demands and burnout in industrial sectors. Factory workers exposed to sustained role overload reported significantly higher emotional exhaustion and cynicism, especially when combined with low job autonomy. Unclear role expectations and conflicting instructions from supervisors predicted elevated burnout rates in assembly-line employees. Identified

workload intensity and multitasking as primary contributors to burnout in the manufacturing workforce, emphasizing that these stressors not only impair concentration but also increase absenteeism. These findings demonstrate that role-related pressures particularly role overload and ambiguity remain critical determinants of burnout in labor-intensive environments such as textile factories (Stelmokiene et al., 2022).

From a theoretical standpoint, provides a useful framework for interpreting these findings. The theory suggests that role stress arises from three interrelated conditions: role overload, role ambiguity, and role conflict. In textile work, employees often experience role overload when required to meet multiple production quotas within limited time frames. Role ambiguity occurs when expectations are not clearly communicated, while role conflict emerges when directives from different supervisors contradict one another. Stressors lead to cognitive strain and emotional fatigue, diminishing work engagement and organizational commitment. Moreover, a lack of feedback or communication amplifies the sense of helplessness among workers, making burnout a systemic outcome of poor role management rather than an individual deficiency (Dharmawan & Zamralita, 2025).

Reducing burnout related to role demands requires structural and managerial interventions aimed at optimizing workload and clarifying responsibilities. Effective strategies include fair task distribution, transparent communication, and participative decision-making. Supervisors should be trained to provide constructive feedback and realistic performance expectations, while organizations must ensure that job descriptions are clear and achievable. Empowering workers with greater autonomy and scheduling flexibility significantly decreases role stress and enhances psychological recovery (Badaruddin et al., 2025). For textile companies in Semarang, adopting these practices could foster a healthier, more sustainable work culture, reducing burnout while improving efficiency and employee retention.

Analysis of the Relationship Between Organizational Climate and Burnout

The statistical analysis revealed a significant relationship between organizational climate and burnout among textile workers, with a p-value of 0,009 ($p < 0,05$). Workers who perceived their organizational climate as fair, transparent, and supportive demonstrated lower burnout levels, whereas those who experienced rigid management, poor communication, and lack of recognition reported higher emotional exhaustion and depersonalization. This finding aligns with the Person–Environment Fit Theory, which asserts that when the organizational environment aligns with employees' psychological needs and values, stress and burnout are significantly reduced. In the context of textile manufacturing, where job structures are highly hierarchical, the absence of participative communication and fair treatment can undermine workers' psychological safety, fostering chronic fatigue and disengagement (Hidayat et al., 2024).

A growing body of research underscores the critical role of organizational climate in shaping employee well-being. a positive organizational climate characterized by open communication and managerial empathy was inversely correlated with burnout among Indonesian factory workers. Supportive and participative workplace cultures in manufacturing firms significantly decreased employee emotional exhaustion, particularly when coupled with fair leadership practices. Conversely, a rigid or punitive climate often amplifies the perception of workload and reduces social support, thereby accelerating burnout. This suggests that the psychological tone of an organization is just as important as its operational efficiency in determining employee resilience and engagement (Almeida et al., 2023).

From a psychological standpoint, organizational climate acts as a contextual moderator that shapes how employees perceive and respond to stressors. According to Sait et al. (2020), workers in environments that value communication, fairness, and trust experience a stronger

sense of belonging and control, which buffers the emotional strain of repetitive industrial work. In contrast, environments marked by favoritism, inconsistent policies, or a lack of transparency intensify feelings of helplessness and frustration. For textile workers in Semarang, limited opportunities for feedback and minimal recognition of contributions contribute to emotional fatigue and reduced work engagement. Perceptions of injustice and poor managerial communication were among the strongest predictors of burnout in Asian manufacturing industries.

Improving organizational climate requires intentional and systematic interventions at both the managerial and policy levels (Hidayat et al., 2024). Textile companies can foster a healthier climate by promoting open dialogue, participatory decision-making, and equitable reward systems. Training supervisors to demonstrate empathy and fairness, implementing transparent communication mechanisms, and recognizing workers' contributions are crucial strategies for minimizing burnout. Furthermore, Nielsen et al. (2021) emphasized that when employees perceive their organization as just and caring, they display higher morale and stronger commitment, even under high work demands. Therefore, cultivating a supportive and psychologically safe organizational climate is essential not only for reducing burnout but also for sustaining long-term productivity and workforce stability in the textile industry.

6. Conclusion

The findings of this study demonstrate that interpersonal relationships, career development, role demands, and organizational climate collectively influence burnout among textile workers in a textile manufacturing company in Semarang. Strong and supportive interpersonal relationships foster emotional connection, teamwork, and a sense of belonging, which serve as protective factors against emotional exhaustion and depersonalization. Similarly, structured and transparent career development opportunities enhance workers' sense of competence and purpose, thereby increasing engagement and reducing the risk of burnout. In contrast, unclear, conflicting, or excessive role demands contribute to fatigue and diminished motivation, as workers struggle to meet unrealistic expectations under intense production pressure. Moreover, a positive and inclusive organizational climate characterized by fairness, open communication, and managerial empathy plays a vital role in preventing burnout by creating a psychologically safe and motivating work environment. When employees feel respected, recognized, and supported, their resilience to occupational stressors significantly increases. Conversely, rigid hierarchies and poor communication foster feelings of helplessness and disengagement, heightening burnout risk. Overall, the results highlight the urgent need for textile manufacturing companies to implement comprehensive occupational health strategies that address both individual and organizational factors contributing to burnout. These strategies should focus on strengthening social interaction, providing continuous training and fair promotion systems, clarifying work roles, and fostering a supportive organizational climate. By promoting these elements, textile companies can enhance workers' psychological well-being, reduce turnover, and improve long-term productivity ensuring a more sustainable and human-centered industrial workforce in Semarang and beyond.

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